

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Organisational Plan

The 18 Organisational Plan KPIs, which relate to the portfolio of the Strategy & Resources Scrutiny Board, are drawn from five service areas:

- Human Resources
- Financial Services
- Customer Relations
- Information Management & Governance
- Procurement & Commercial Services

Human Resources:

There are eight KPIs within this portfolio area. Proposals on a refreshed People and Culture Strategy were presented to this Scrutiny Board in December 2024 and further work will be undertaken to revise the KPIs to match future objectives. Current measures and performance are considered below:

1 Representative workforce

Demographic comparison of the council workforce against the Leeds working age population from Census 2021	Census Data March 2021	LCC Workforce Data End of June 2024	LCC Workforce Data End of Sept 2024
Female	50.1% (to be reviewed)	60.7%	60.8%
Older workers (Aged 50-64)	26.3% (to be reviewed)	38.6% est	38.5% est
Ethnically diverse	26.6% (to be reviewed)	16.4%	16.8%
Disabled	16.7% (to be reviewed)	6.1%	6.1%
Carer	8.0% (to be reviewed)	8.7%	8.7%
Lesbian, gay, bisexual, or other sexuality	4.6% (to be reviewed)	4.0%	4.0%
Not living in the gender assigned at birth	0.2% (to be reviewed)	0.3%	0.3%

Members are advised:

- The demographic data from Census 2021 was the best available at the time but may not be entirely accurate. More detailed data is now available, and we are currently reviewing the demographics of the city.
- In the case of disabled people, the figure from the census incorporates everyone who indicated that they have a long-term physical or mental health condition that limits their day-to-day activities by either a little or a lot, whereas the figure from the LCC workforce includes only those staff who have chosen to self-identify as disabled. The data from the census captures a much broader group of people and the two figures, therefore, cannot be seen as directly comparable.

Council wide workforce representation levels are very static, and our degree of representation varies amongst the protected characteristics. In the case of female staff and older workers, our workforce contains considerably greater proportions than the population as a whole, whereas we have far smaller numbers of ethnically diverse or disabled staff, than are present in the general population. Finally, there are three characteristics – carers, LGB+, and people not living in the gender assigned at birth – where our workforce is reasonably representative. As noted, this assessment may change when we have scrutinised the more detailed census data.

Key

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There are outside factors which could lead to some of these differences. For example, the large number of full-time students in the city, who are of working age but not fully economically active, would lead to a younger demographic in the population compared to our workforce.

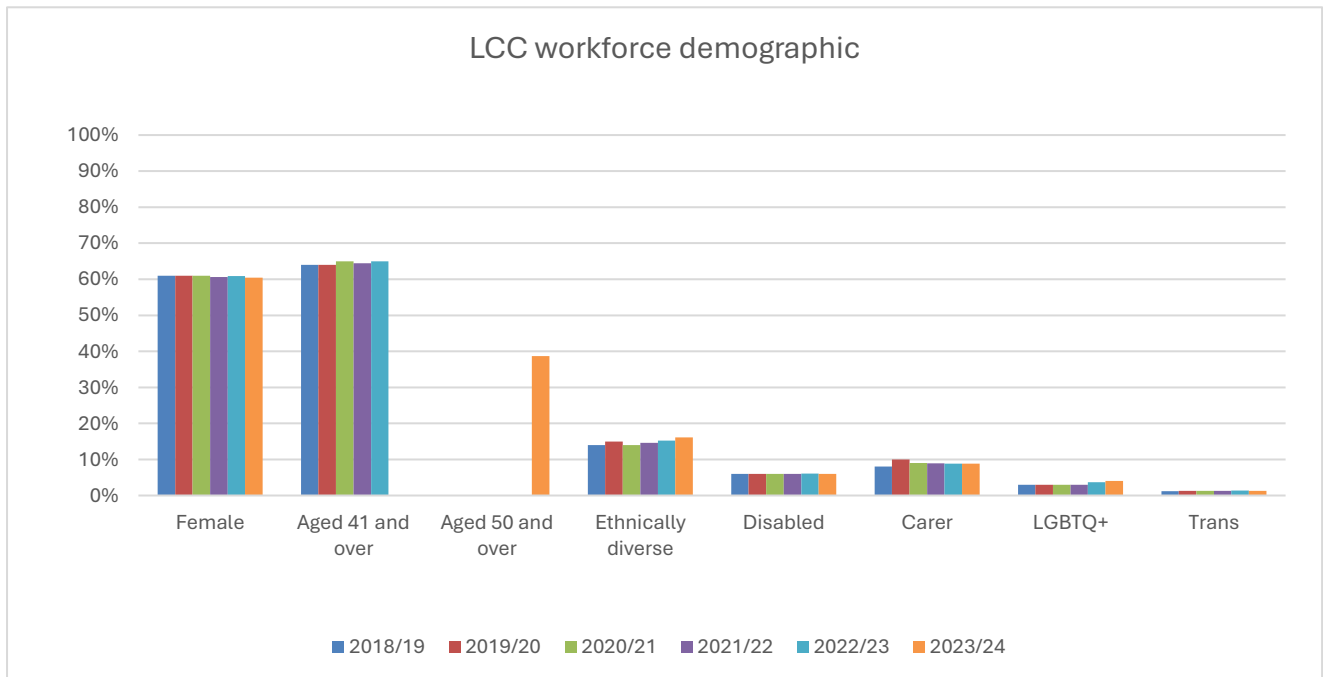
Although the demographics of our workforce change very slowly, we are actively working to promote a better understanding of equality, diversity and inclusion within the workplace. This includes initiatives focusing on five EDI themes:

- Recruitment
- Progression
- Training
- Speaking up and zero tolerance
- Data monitoring

During the last quarter we launched a programme implementing positive actions as an expected way of getting a better balance in our workforce. Managers are expected to make use of initiatives that help us to recruit and internally promote staff from underrepresented groups. This will link to the Managers EDI dashboard giving a better insight on workforce diversity profiles and opportunities for change. It is supported by an organisational framework, a managers’ guide and a corporate animation tool setting out what should be done in services.

It is also noted that the council will be reducing its work-force head count to meet financial challenges in 2025/26. Our on-going flexible retirement scheme has been re-launched alongside a targeted voluntary severance scheme for staff wishing to leave. In December 2024, the Executive Board was informed that a reduction of approximately 240 FTEs is expected as part of our budget proposals. Decisions on exiting staff will be monitored to see how this affects our profile.

Historical trend:



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Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Female	61%	61%	61%	60.6%	60.9%	60.4%
Aged 41 and over	64%	64%	65%	64.4%	65%	-
Aged 50 and over	-	-	-	-	-	38.7%
Ethnically diverse	14%	15%	14%	14.6%	15.2%	16.1%
Disabled	6%	6%	6%	6%	6.1%	6%
Carer	8%	10%	9%	8.9%	8.8%	8.8%
LGBTQ+	3%	3%	3%	3%	3.7%	4.0%
Trans	0.2%	0.3%	0.3%	0.3%	0.4%	0.3%

2 Happy and Engaged Workforce

Indicator	Target	2019 staff survey	2023 staff survey	Change
“How likely would you be to recommend working for Leeds City Council?”	Increase	7.5 out of 10	7.4 out of 10	=

Members are advised that the results shown were included in the previous report submitted to the Board in June 2024, and no more recent update is available. It is noted however that over the last 12 months chief officers have been reviewing service-level results and sharing action plans to make further improvements with their staff.

Historical trend:

Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Satisfaction score from staff survey	No survey	7.5 / 10	No survey	No survey	7.4 / 10	No survey

3 Healthy Workforce

Average number of days sick per FTE	Target	12 months to end June 2024	12 months to end September 2024	Change
Leeds City Council staff	Under 10 days	13.39 days	13.60 days	+0.21 days
Schools staff	Under 10 days	9.47 days	9.32 days	-0.15 days
Combined	Under 10 days	11.76 days	11.76 days	No change

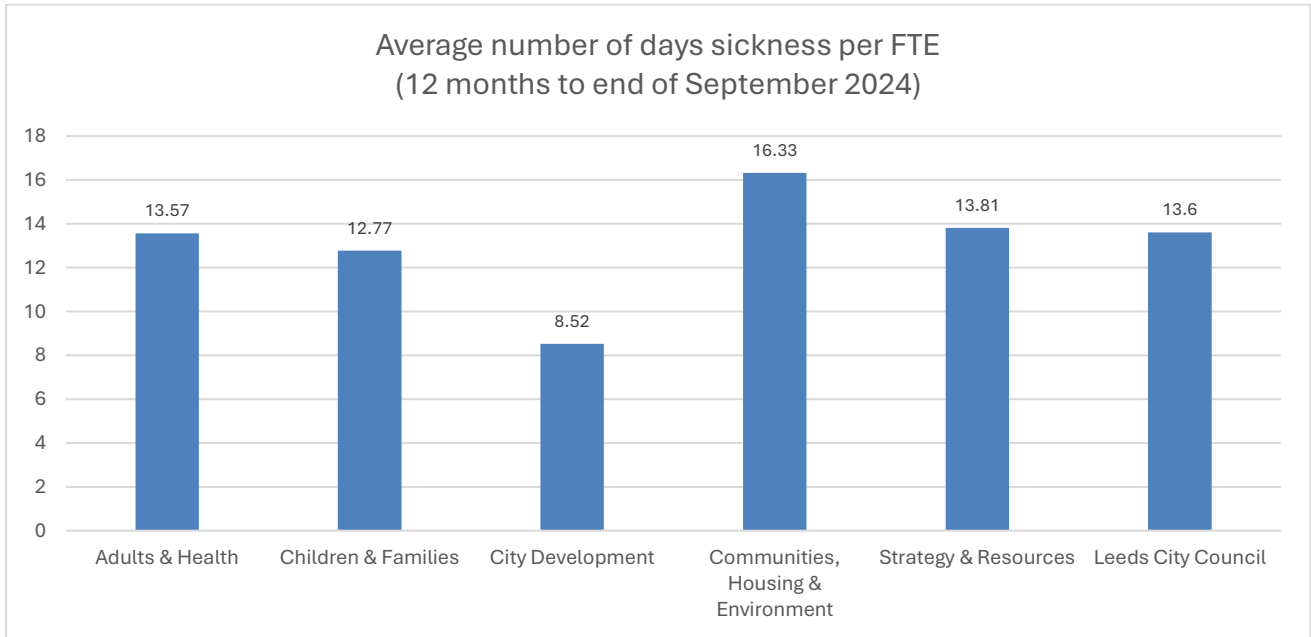
Average levels of staff sickness increased considerably during the pandemic, peaking at 13.65 days per FTE in July 2022. Consequently, we have set a stretch target to restore sickness days lost to under 10 days, which was achieved before the pandemic, and this has now been reduced to an average of 11.66 days at the end of November 2024. Whilst this is a significant reduction, this improvement conceals variations across the organisation. First, whilst average sickness for staff employed in LCC schools is now below 10 days, sickness for staff working within council directorates remains higher. Moreover, as can be seen in the table below, there is considerable variation between level of sickness in different council directorates, reflecting some occupational differences:

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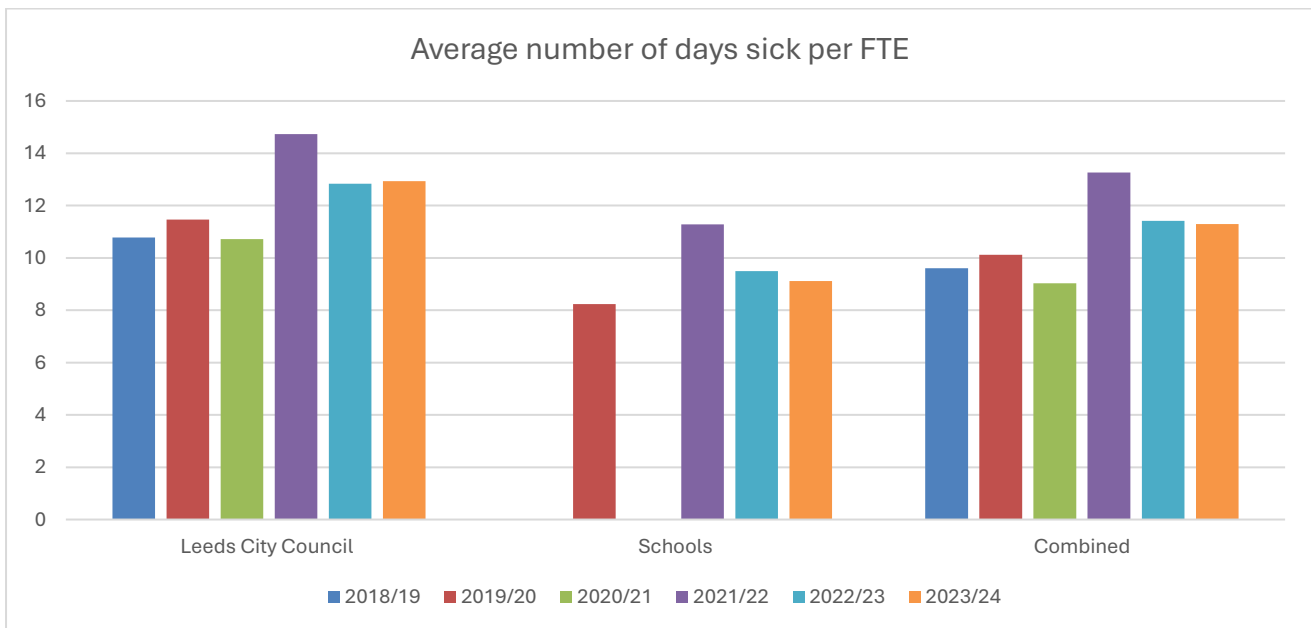
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Historical Trend:

Comparison of trend between LCC, Schools and Combined



Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Leeds City Council	10.78	11.46	10.72	14.73	12.84	12.93
Schools	-	8.23	-	11.28	9.49	9.12
Combined	9.61	10.12	9.03	13.27	11.42	11.29

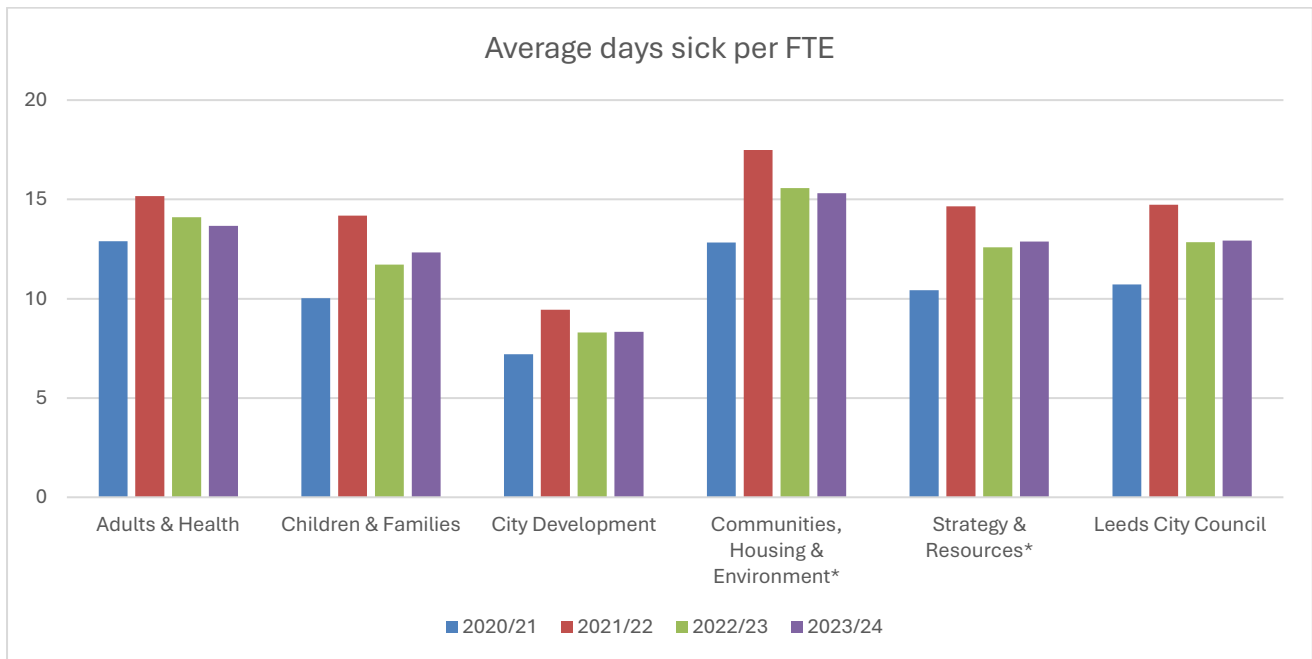
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Comparison of trend between LCC directorates



In 2020/21, Housing was part of the former directorate of Resources & Housing, before joining Communities & Environment in 2021/22. Since then, there have also been other minor transfers of services. Therefore, these figures are indicative only.

Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Leeds City Council	10.78	11.46	10.72	14.73	12.84	12.93
Adults & Health	-	-	12.9	15.16	14.11	13.67
Children & Families	-	-	10.03	14.19	11.71	12.33
City Development	-	-	7.2	9.44	8.3	8.33
Communities, Housing & Environment*	-	-	12.83	17.49	15.57	15.31
Strategy & Resources*	-	-	10.42	14.65	12.58	12.87

The council’s Human Resources service provide a “taskforce” approach offering enhanced levels of advice and support to those services with the highest levels of absence, which have also made some of the highest reductions in the last 12 months. Sickness rates are monitored closely and reported quarterly to Corporate Leadership Team (CLT). The HR team also continue to implement various initiatives including reviewing long term absence casework and promoting wellbeing programmes.

Key

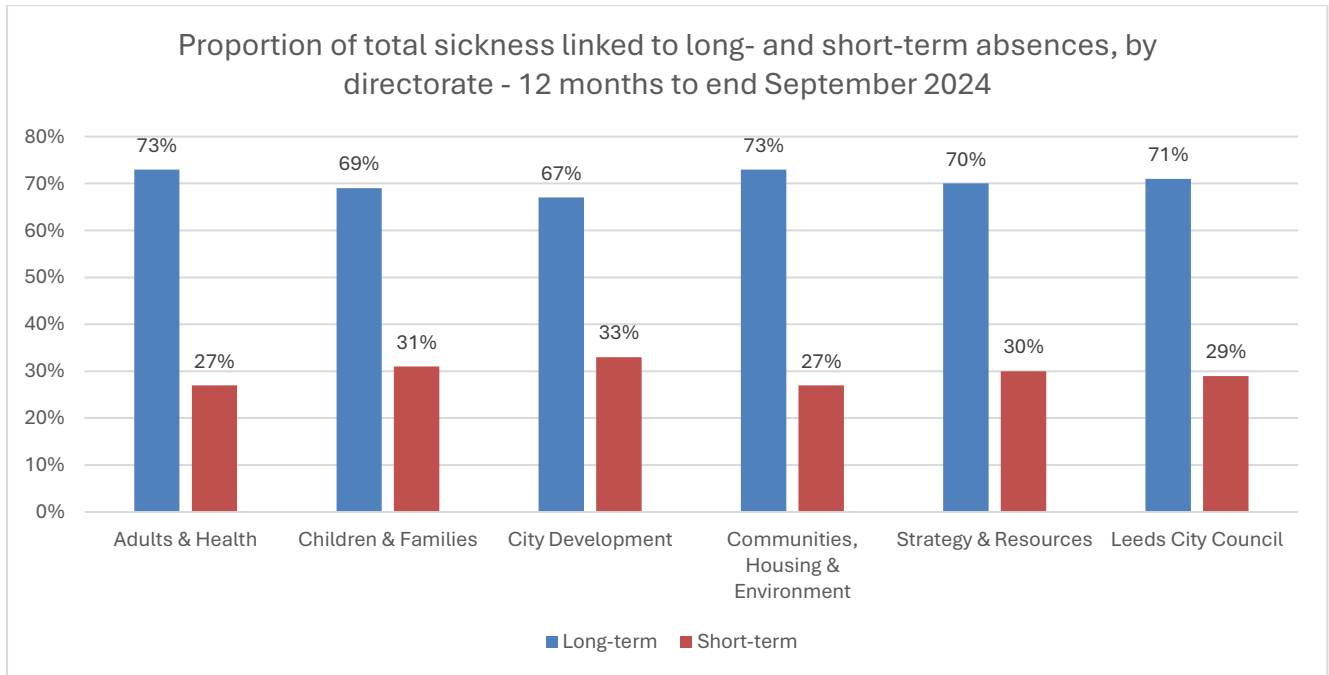
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Additional data:

The table below illustrates that, across the council, between 67% and 73% of sickness in all directorates is linked to long-term cases



In the year to the end of September 2024, sickness attributed to key conditions is shown below:

Condition	Total days	Days per FTE	Proportion of total
Mental Health	60,701.39	4.91	36.08%
Musculo-Skeletal / Back & Neck	29,953.52	2.42	17.80%
Heart & Blood Pressure	5,980.89	0.48	3.55%
Coronavirus	4,939.89	0.40	2.94%

4 Good Management

Indicator	Target	2019 staff survey	2023 staff survey	Change
Percentage of council staff who feel their manager looks out for their general health and wellbeing	Increase	77%	76%	=

Members are advised that the results shown were included in the previous report submitted to the Board in June 2024, and no more recent update is available. This area is also subject to staff survey action plans as mentioned above. It is noted, however, that a bespoke survey is now being undertaken in conjunction with staff networks to get more insight and feedback on the recent experience of disabled staff and staff who are carers.

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Historical trend:

Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Percentage from staff survey	No survey	77%	No survey	No survey	76%	No survey

5 Gender Pay Gap

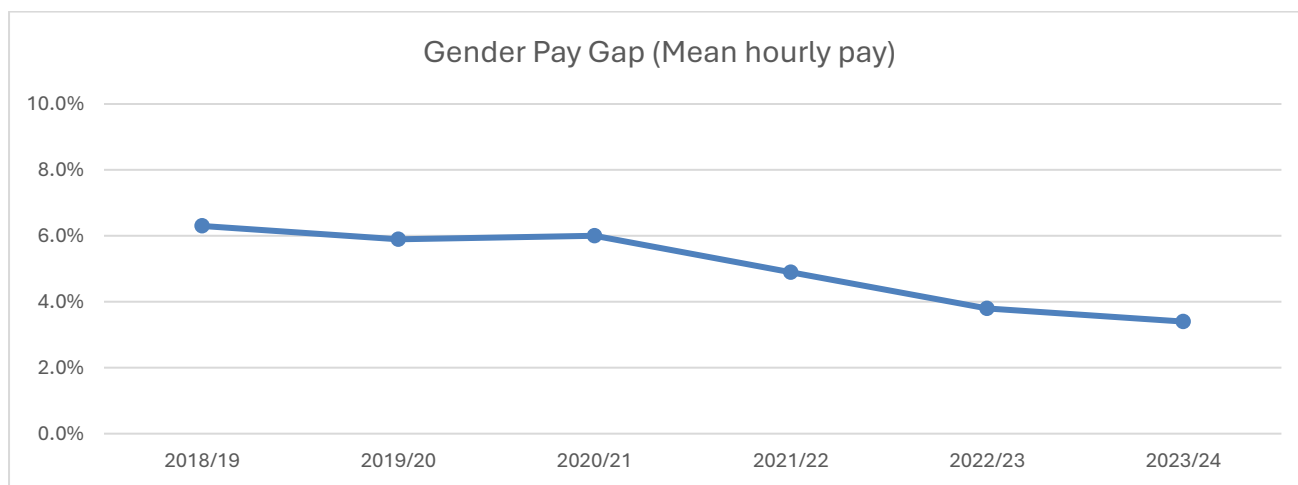
Gender pay gap across council staff	Target	31 March 2023	31 March 2024	Change
Mean hourly rate *	TBC	3.4%	Due early 2025	N/A
Median hourly rate *	N/A	8.5%	Due early 2025	N/A

* Only the mean hourly rate is used for monitoring purposes and reported as the KPI result

Since 2017/18, all public and private sector employers with 250 or more employees have been required to annually publish data on the gender pay gap within their organisation. The gender pay gap (GPG) is the difference between the average hourly earnings of all male employees in the organisation and the average hourly earnings of all female employees, based on a standard “snapshot date” of 31st March for public sector employers. This information must be published by 30th March in the following year.

The latest published data relates to a snapshot taken on 31st March 2023 revealing a further reduction in the GPG amongst Leeds City Council employees. There has been no change since this was reported to the Board in June 2024.

Historical trend:



Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Gender pay gap – mean hourly rate	6.3%	5.9%	6.0%	4.9%	3.8%	3.4%

The government has announced plans to make ethnicity pay gap reporting mandatory for employers with more than 250 employees. This is similar to the current gender pay gap reporting requirement. However, there are no announced dates for when this will happen, or if the requirements will be different from the guidance that has already been published.

Additional data:

The following table shows the percentages of women in each of the four quartiles of salary ranges within the organisation on 31st March 2023. Improvements have arisen through a mixture of improving pay rates for our lowest paid staff, the majority of whom are women and by increasing the proportions of women employed in higher paid quartiles.

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Quartile	31 March 2022	31 March 2023	Change
Top Quartile	60.8%	61.8%	+1.0%
Upper Middle Quartile	52.3%	51.6%	-0.7%
Lower Middle Quartile	57.1%	57.9%	+0.8%
Lower Quartile	72.1%	72.1%	=

6 Opportunities to Develop

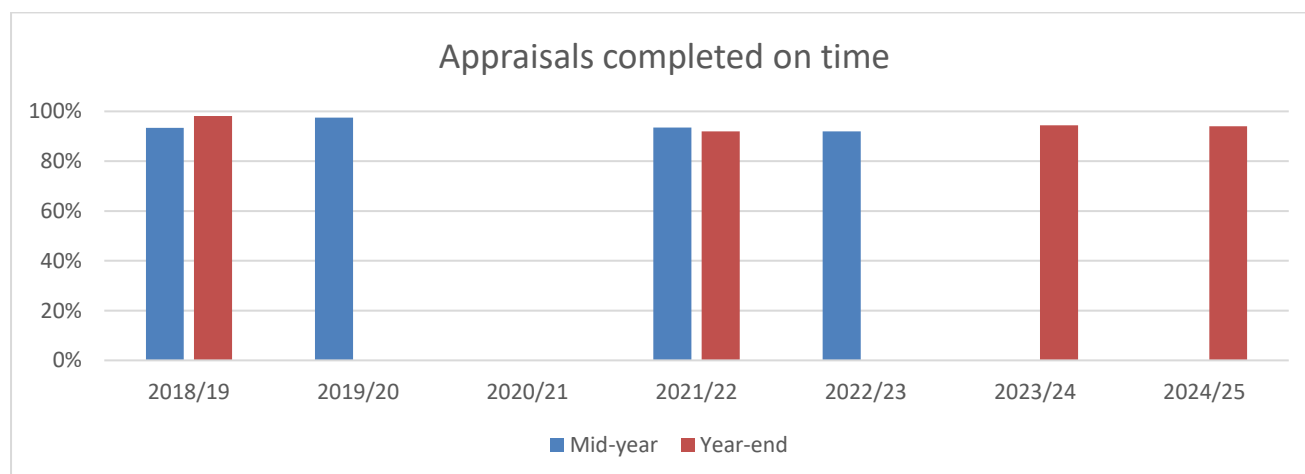
Indicator	Target	2023/24	2024/25	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: N/A Year-end: 94.4%	Mid-year: N/A Year-end: 94%	N/A
Percentage of staff who agree there are opportunities to progress their career	TBC	54% 2023 staff survey	No more recent result	N/A

A single, extended appraisal window was implemented in 2024/25, rather than two separate windows for mid and full year appraisals. A 94% completion rate was achieved, with appraisals undertaken between April and September 2024.

Members are advised that the results shown relating to opportunities for staff to progress their career were included in the previous report submitted to the Board in June 2024. Linked to comments made regarding workforce diversity and engagement it is noted that chief officers have been developing action plans to consider and address areas where there is low satisfaction with progression. At a corporate level, we are developing and extending our management and leadership – Be Your Best programmes – to ensure a better and more rounded offer on skills and development. As part of the Age Friendly City employment workplan there is also a focus on career management for older workers who feel there is less opportunity.

Other areas for development include increasing our maturity as an organisation in relation to workforce planning. Initially this will be developed through piloting the approach with specific services and then promoting the benefits of the approach with other service areas. This will support the organisation to develop the workforce of the future, ensuring we have the right people, in the right place, with the right skills, and taking into account what actions can be taken to support KPIs such as representative workforce, gender pay gap and also supporting career progression.

Historical trend:



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Historical data	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Mid-year appraisal	97.51%	N/A	93.55%	92.00%	N/A	N/A
Year-end appraisal	N/A	N/A	92.00%	N/A	94.40%	94.00%

7 Workplace Safety

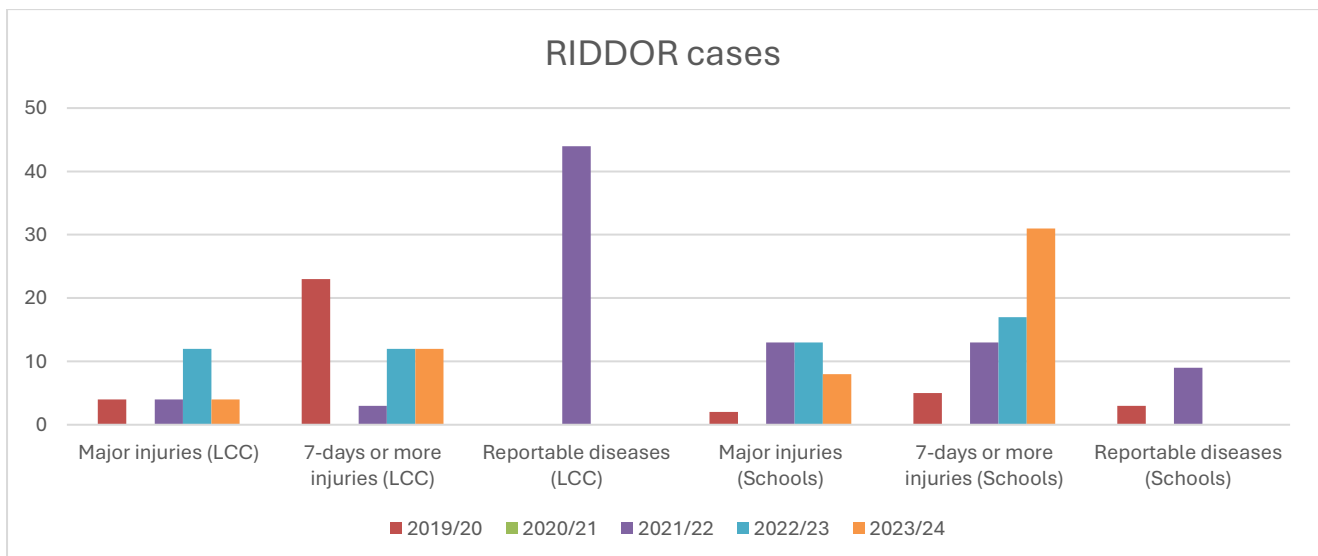
Indicator	Target	July to Sept 2023	July to Sept 2024	Change
LCC: Specified (major) injuries	Decrease	2	1	-1
LCC: Over 7 days injuries	Decrease	8	3	-5
LCC: Reportable diseases	Decrease	0	0	=
Schools: Specified (major) injuries	Decrease	0	2	+2
Schools: Over 7 days injuries	Decrease	2	2	=
Schools: Reportable diseases	Decrease	2	1	-1

This indicator records the number of both 'specified' injuries (major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of reportable diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated, and any lessons learned are shared and remedial actions taken, such as a review of the risk assessment, further training where necessary, or a review and changes to safe working procedures.

A new incident reporting form and process is currently being trialled across several areas of the council. This new process will speed up the reporting and recording of incidents. New and improved toolkits are also being rolled out on risk management and dealing with violence and aggression. These will hopefully assist with reducing the numbers of reportable incidents.

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Historical data	2019/20	2020/21	2021/22	2022/23	2023/24
Major injuries (LCC)	4	N/A	4	12	4
7-days or more injuries (LCC)	23	N/A	3	12	12
Reportable diseases (LCC)	0	N/A	44	0	0
Major injuries (Schools)	2	N/A	13	13	8
7-days or more injuries (Schools)	5	N/A	13	17	31
Reportable diseases (Schools)	3	N/A	9	0	0

Financial Services:

There are four KPIs within this portfolio area:

8 Budget Management

Indicator	Target	As at end June 2024	As at end Sept 2024	Change
Percentage of budget overspend	Balanced budget	3.2%	3.7%	Worsening
Percentage of directorate budget action plans delivered	100% delivery of budget action plans*	94.5% forecasted	95.2% forecasted	Improving

*Or alternative mitigating savings

Full details are contained in “Financial Health Monitoring 2024/25 – September (Month 6)”, presented to Executive Board on 20th November 2024, which can be found [here](#).

Historical trend:

Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Budget over/under spend	0.0%	0.85%	0.0%	0.0%	2.38%	0.0%
Budget action plans delivered	-	-	-	93.67%	67.93%	77.9%

9 Income Collection Rates

Indicator	Target	Quarter 2 2023	Quarter 2 2024	Change
Council tax collected	96.11% by year-end	52.58%	52.02%	-0.56% points
Business rates collected	98% by year-end	55.85%	55.53%	-0.32% points

Council Tax: The collection rate has fallen by 0.56% points compared to last year, due to a combination of the increased level of council tax, the cost-of-living crisis, and the continued restriction on available court hearings and a cap on the number of cases permitted during each hearing. New technology is to be introduced which will automate contact with debtors and should improve collection.

Business Rates: The collection rate has fallen by 0.32% points compared to last year. The current rate is not a matter for concern as the collection of business rates is subject to fluctuations due to the size of individual debts.

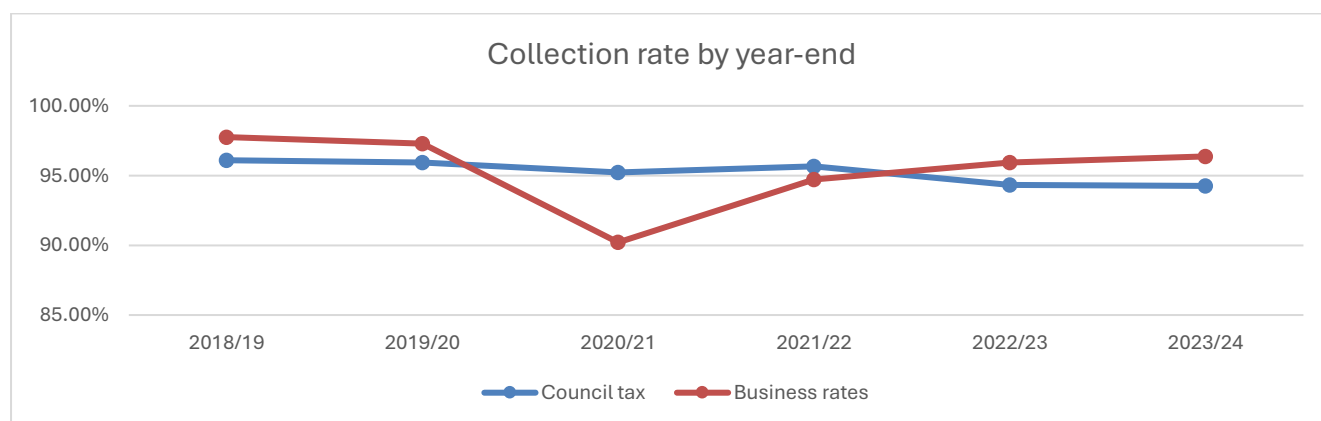
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Historical trend:



Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Council tax	96.10%	95.93%	95.23%	95.67%	94.32%	94.26%
Business rates	97.76%	97.29%	90.21%	94.71%	95.94%	96.37%

Customer Relations:

There are two KPIs within this portfolio area:

10 Response to Complaints

Indicator	Target	July to Sept 2023	July to Sept 2024	Change
Complaints responded to within target timescale	85%	77%	85%	+7% points

This KPI relates to the functioning of the complaints process across the council, whilst the volume and root causes of the complaints are a matter for the individual directorates and will be examined by the relevant scrutiny boards.

Performance against the target timescale continues to improve, cases are managed well by services and communication with customers where longer is required to investigate complaints has been strengthened. Further work is needed, but performance is heading in the right direction.

Additional data:

More detailed performance, covering both Stage 1 and Stage 2 complaints, is given in the table below.

Complaints performance by directorate July to September 2024	Total complaints	Stage 1 received	Within target	Stage 2 received	Within target
Adults & Health	215	208	99%	7	86%
Children & Families	171	132	40%	39	54%
City Development	76	52	81%	24	88%
Communities, Housing & Environment	1,094	908	92%	186	87%
Strategy & Resources	56	52	63%	4	50%
LCC	1,612	1,352	86%	260	81%

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Adults & Health:

Performance remains strong in Adults & Health. Assessment and Care Provision received the highest number of complaints. Two thirds of these were in relation to people challenging the outcome of blue badge assessments. This increase is partly due to the use of desktop assessments in order to tackle the backlog. The second most complaints related to Finance, with people complaining about being incorrectly charged and not having their calls answered, and the third highest number were linked to Commissioned Residential Homes and other commissioned services. These concerns are from service users or their families complaining about poor quality care.

The top five issues complained about were: Challenge Assessment Outcome, Quality of Service, Staff Attitude/Conduct, Incorrectly Charged and Lack of Social Work Support. Complaints about quality of service included issues such as poor levels of personal care and a lack of cleanliness, not being given enough fluids, over-medication and poor communication with families.

Complaints and enquiries were made to the Ombudsman with several cases upheld and financial remedies recommended, together with improvements in practice, such as better communication and risk assessments.

Children & Families:

During quarter 2, 30% of complaints received by the Children and Families directorate were in relation to the SENSAP service (this does not include complaints relating to delays in allocation to an educational psychologist which are dealt with by the EP team and not SENSAP), of these complaints 13% were answered in line with the 15 working day timescale at stage one and two. SENSAP have employed two full-time agency resolutions officers who are experienced SEND practitioners to work through the oldest outstanding complaints. However, due to the ongoing challenges in relation to SENSAP staffing and capacity, the rate of incoming complaints has not slowed and they continue not to be answered within timescale by the service.

Excluding SENSAP complaints, the rate of complaints responded to in time by Children and Families would be just below 60% across both stage one and two. The need to improve is acknowledged and senior leadership across social care services are working with heads of service and service delivery managers to improve complaint handling, the results of which should be visible from quarter 4 onwards.

Complaints are answered even where the assessment process is incomplete and/or remains delayed. This is in line with the Local Government and Social Care Ombudsman's way of working in relation to EHC assessment timescale complaints.

Although each complaint is individually considered, in some case it is possible to meet the statutory deadline and answer within the corporate timescale simply by acknowledging failure. Using this approach, in quarter 2, 76% of complaints about delays in allocation to an educational psychologist were responded to in within time. However, complaints allocated to SENSAP often include additional factors such as poor communication, missed education and lack of SEN provision which require individual investigations, responses, and resolutions and cannot, therefore, be resolved in this way.

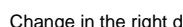
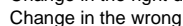

For further information, Members are advised that the [report](#) of an inquiry by the Children & Families Scrutiny Board into the Provision of EHCP Support was issued on 18th April 2024 and an [update](#) on progress was presented to the Board on 4th September 2024.

City Development:

Performance in City Development was unchanged from quarter 1. The volume of complaints was low, amounting to just 5% of all complaints received by the Council. Planning and Highways received the most complaints which is consistent with previous experience. Customer Relations are supporting service areas to manage complaints timescales in line with policy.

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Communities, Housing & Environment:

Performance in CH&E was positive, showing a small improvement since quarter 1. The volume of complaints is comparatively high, making up 68% of all complaints received by the Council, which reflects the nature of services within the directorate, particularly Housing and Waste Management which continue to generate the most complaints.

Within Housing, complaints are managed well with a clear focus on compliance with the requirements of the Housing Ombudsman Service’s Complaint Handling Code. 95% of stage 1 and 96% of stage 2 complaints met code requirements in quarter 2. Detailed reporting is shared within the service and the types of complaint received remain consistent, repairs being a common issue. Work is ongoing to review complaint escalation to identify ways to resolve complaints more promptly.

Within Waste Management complaints are also managed well, 94% of stage 1 complaints were responded to in time in line with policy. Response rates at stage 2 were lower at 71%, though the escalation rate of 12% was below the Council average of 16%. Complaint volumes have increased from the same period in 2023/24, but to put this in context, they receive approximately 80 complaints each month whilst making around 350,000 collections.

Strategy & Resources:

Performance in Strategy & Resources was lower than other areas with 63% of cases meeting timescale. Complaint volumes are very low at 3% of all complaints received, within the largest number relating to Civic Enterprise Leeds. Despite low volumes, work will be taken forward to consider how Customer Relations can support an improvement in performance in this area.

Historical trend:

The methodology used to calculate the result for this indicator has changed recently and historical results are not available. Therefore, it is not possible to illustrate the trend.

11 Ombudsman Complaints

Indicator	Target	July to Sept 2023	July to Sept 2024	Change
Number of complaints with the Ombudsman	N/A	68	107	+39

The 107 cases reported at quarter 2 cover both LGSCO (Local Government and Social Care Ombudsman) and HOS (Housing Ombudsman Service) and reflect the individual cases the Ombudsman have contacted us about in the quarter, whether that be an initial contact, a draft decision or a final decision. Duplicates are removed, so each case is only counted once in any given quarter.

Additional data:

Breakdown of cases by service area	Number of Contacts	Percentage of Total
Housing Leeds	35	33%
Children’s Social Work Services	31	29%
Adult Social Care	19	18%
Planning & Sustainable Development	6	6%
Waste Management	4	4%
Cleaner Neighbourhoods Team	3	3%
Strategic Asset Management	2	2%

Key

	Target has been met
	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change

**Appendix 1 – Performance summary for the
Strategy & Resources Scrutiny Board
(Latest available data)**

Leeds Anti-Social Behaviour	2	2%
Highways and Transportation	2	2%
Revenues	1	1%
Licensing and Registration	1	1%
Contact Centre	1	1%
Total	107	(shown to nearest whole number)

Not all reported cases lead to formal investigations by the Ombudsman. Examples of why this might occur are:

- Where the case has not been through the council’s own complaints process already. In this situation, the Ombudsman will ask us to investigate first.
- When the Ombudsman has declined to investigate, as they see little they can add or that any finding of fault is low, the case may be simultaneously opened and closed.
- When the Ombudsman determines that the case is outside of their jurisdiction.

Therefore, in future, the current KPI of the “Number of Cases with the Ombudsman” will be replaced with the number of “Final Decisions received from the Ombudsmen” in a quarter. This will be a better indication of our performance and would also align with the annual reports from both Ombudsman which cover decisions, rather than cases, received in a year.

Historical trend:

The methodology used to calculate the result for this indicator has changed recently and historical results are not available. Therefore, it is not possible to illustrate the trend.

Information Management & Governance:

There are two KPIs within this portfolio area:

12 Access to Information

Indicator	Target	July to Sept 2023	July to Sept 2024	Change
Percentage of subject access requests received responded to within statutory timescales	88%	93.92% of 285 requests	91.26% of 330 requests	-2.66% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	94.72% of 563 requests	90.40% of 544 requests	-4.32% points

The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request.

Performance across both request streams continues to remain strong and above target. This is a council wide achievement, and the IM&G service want to recognise the work that services across the council continue to undertake in this area of statutory work against increased demands on their time. In terms of trends, the volume of FOI/EIRs received remains relatively stable compared to last year. However, the volume of IRRs continues to be higher than last year and represents a 16% increase in quarter 2 when compared to quarter 2 last year, and a 30% increase for the first 2 quarters of this year compared to the

Key

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	No comparison to target

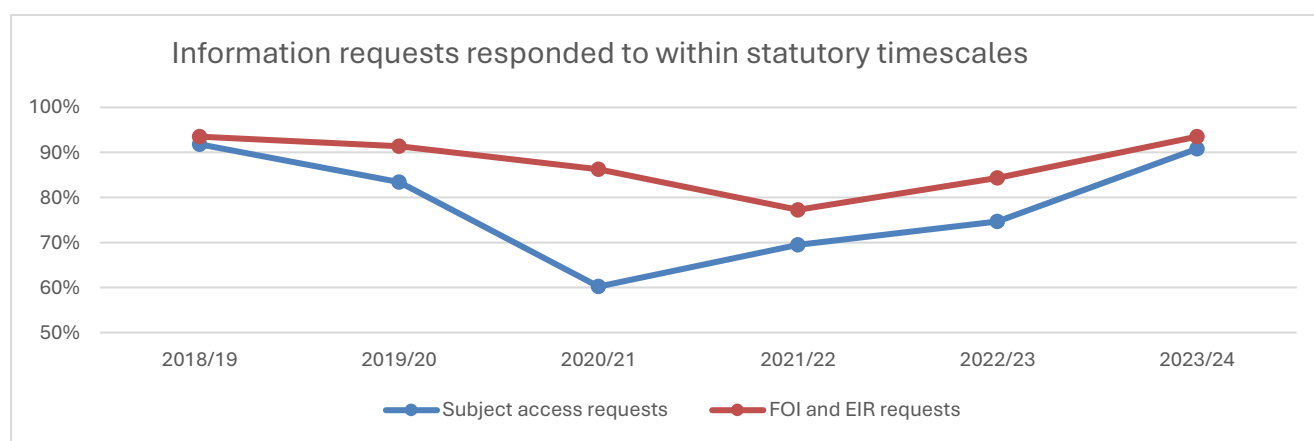
	Change in the right direction
	Change in the wrong direction
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

same period in 2023. This is a significant increase with no singular trend that can account for the higher numbers. However, the complexity and size of some subject access requests, particularly requests for historic children's social care records, does place an added demand on IM&G staff to process these and respond within our statutory timeframes and this slight drop in performance compared to the same period last year should be considered in this context.

FOI/EIR results for the quarter continue to be within the target of 90-95% which the Information Commissioners Office (ICO) considers to be “adequate”, however, they remain below the 95% threshold at which the ICO would classify performance as “good”. Development work has recently recommenced with colleagues in IDS to create the council's new information request Power App, and progress is also being made to separately procure new redaction software and it is hoped that we will have a clearer idea of timescales for implementation in quarter 4 2024/25. As previously reported to Scrutiny, this new technology/software will bring automation and efficiencies to the administration of requests within the IM&G service and the wider council and will contribute to offsetting the increasing number of requests being received.

Historical trend:



Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Subject access requests	91.8%	83.4%	60.2%	69.5%	74.7%	90.8%
FOI and EIR requests	93.5%	91.4%	86.3%	77.3%	84.4%	93.5%

Procurement & Commercial Services:

There are two KPIs within this portfolio area:

13 Supporting Local Businesses

Indicator	Target	July to Sept 2023	July to Sept 2024	Change
Percentage of orders placed with suppliers based in Leeds	>51.97%	47% or £131.67m	50% or £135.42m	+3% points

This indicator measures expenditure with local suppliers as a percentage of the council's overall spending. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

Members were advised in the previous report on performance, presented to the board in June 2024, that the top 25 contracts by spend were all awarded prior to 2023 so we are essentially using the same suppliers as last year for the highest value spend. Nevertheless, spend with local suppliers is higher than during the same period last year.

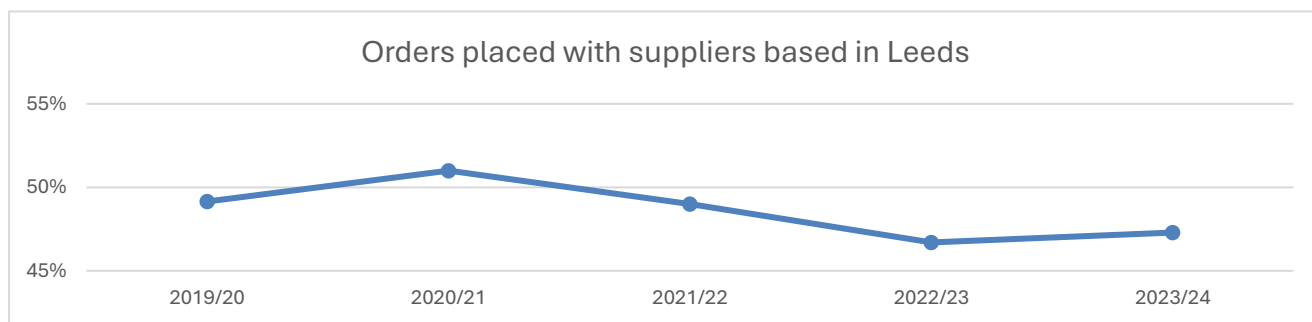
Key

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Historical trend:



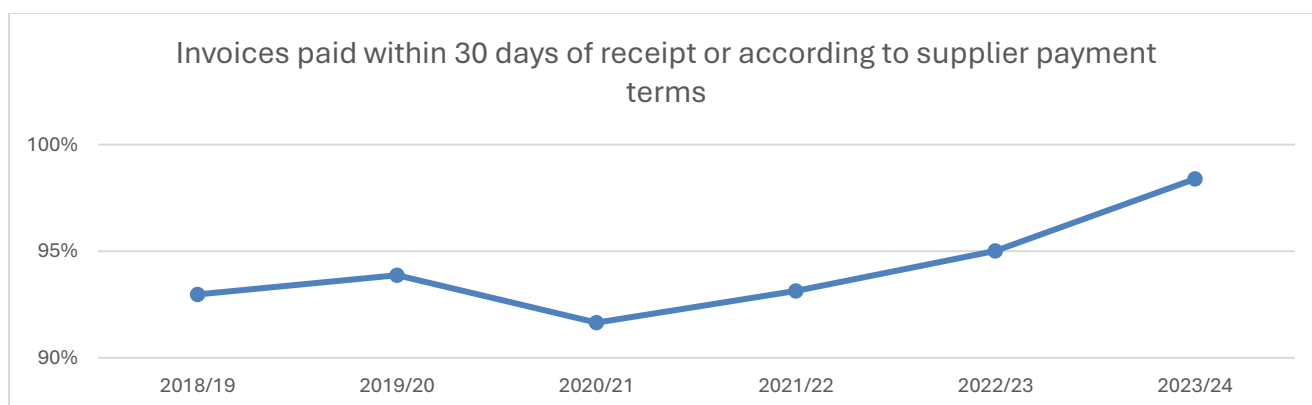
Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Suppliers based in Leeds	-	49.16%	51%	49.00%	46.70%	47.30%

14 Doing Business Fairly

Indicator	Target	July to Sept 2023	July to Sept 2024	Change
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	98.25%	98.92%	+0.67% points

There has been a marked improvement in the payment of invoices within the standard 30-day payment terms since the Invoice Automation Project went live across the council in April 2022. The project introduced new technology to automate much of the manual process and to centralise and improve the way in which most invoices are received by the council. In 2023/24 alone, the percentage of invoices paid within the 30-day payment terms increased to 98.39% from 95.02% in 2022/23.

Historical trend:



Historical data	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Invoices paid promptly	92.98%	93.87%	91.65%	93.14%	95.02%	98.39%

Key

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	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change